

## **CITY OF CINCINNATI AGING & ACCESSIBILITY**



# **STRATEGIC PLAN**

# STRATEGIC PLAN

2017 – 2021

## EXECUTIVE SUMMARY

The office of the Chief Advocacy Officer for Aging and Accessibility (CAOAA) was created in January 2017 with the Cincinnati City Council's unanimous adoption of a series of "Golden Cincinnati" motions authored by Council Member P.G. Sittenfeld. The first motion called on the City Manager to designate a point person to be housed in his office with responsibilities for all aging and accessibility issues. The City conducted a competitive search and Jon Lawniczak began as the City's first Chief Advocacy Officer for Aging and Accessibility on April 10, 2017. This position was created in a budget neutral manner.

The core functions of this position are to:

- **advocate for older and disabled Cincinnatians;**
- **engage the community** and create partnerships to better serve and strengthen the Cincinnati community;
- ensure the City of Cincinnati is compliant with the requirements of the **Americans with Disabilities Act**; and
- serve as the point person for the AARP-designated **Livable Communities** program ensuring older and disabled individuals can live in the best possible physical and mental health, pursue civic opportunities, and access effective community services of their choosing regardless of economic status.

To successfully fulfill these functions, the CAOAA has adopted the following goals expressed in this strategic plan:

**Goal 1: The CAOAA will be the point person in City government on these issues for internal and external stakeholders.**

**Goal 2: Serve as the point person for the Livable Community program.**

**Goal 3: Develop increased capacity.**

Achieving these goals require numerous strategies and the support of the City and the community. Working together, the City will not only ensure a high quality of life for older and disabled Cincinnatians, but also have a positive impact on the economy and culture of the entire community.

## **VISION**

Fostering a Cincinnati that is the best place to live independently and grow older in a community that provides exceptional opportunities and respects persons of all ages and all levels of abilities.

## **MISSION**

The Office of the Chief Advocacy Officer for Aging and Accessibility (CAOAA) supports older individuals and persons with disabilities, their families and caregivers in achieving safe, healthy, dignified, independent, and self-reliant lives through collaboration, innovation, and community partnerships.

## **CORE FUNCTIONS**

**Advocacy:** Advocate for changes in City policy, practices, and programs to empower older and disabled Cincinnatians, facilitate their access to services, and seek to protect their rights. Activities include reviewing and commenting on all new and revamped city programs and services which effect older and disabled individuals and providing technical assistance to any agency, organization, association, or individual representing the needs of older and disabled persons.

**Community Engagement:** The CAOAA is at the service of the entire community and to serve effectively must engage the community. Building relationships throughout the community will increase the reach and effectiveness of the CAOAA. Activities include meeting with as many individuals and organizations to learn about their concerns and ways they serve the community, informing the community about actions the City is taking to better serve and strengthen our community, and creating events and programs designed to improve and enrich the lives of older and disabled persons.

**Americans with Disabilities Act (ADA) Compliance:** The CAOAA serves as the City-wide ADA Coordinator. The American with Disabilities Act was passed in 1992 to ensure persons with disabilities can interact with their community. The ADA ensures access to City programs and services. Working with all City Departments, the CAOAA ensures that the City remains in full compliance with the requirements of the ADA.

**Livable Community:** Working towards having Cincinnati selected as an AARP designated “Livable Community” would help ensure older and disabled individuals can live in the best possible physical and mental health, pursue civic opportunities, and access effective community services of their choosing regardless of economic status. The CAOAA believes that creating the supports and services required to become a Livable Community will not only ensure a high quality of life for older and disabled Cincinnatians, but also have a positive impact on the economy and culture of the entire city.

## **ASSESSMENT/ENVIRONMENT**

### **Strengths**

- Support of Council/Mayor.
- Support of City Manager.
- Growing awareness within the City of the need to provide support to the aging and disabled communities.
- Support of community organizations.
- Office of Performance and Data Analytics to quantify and measure progress in achieving goals.
- The programs and services supported by the Hamilton County Senior Services and Developmental Disabilities Services levies.

### **Weaknesses**

- New position.
- Lack of knowledge of role both in and out of City Hall.
- Current City financial situation/lack of resources.

### **Opportunities**

- Many people wish to “age in place” and view City as place to thrive.
- The City has strong educational and philanthropical communities and a strong spirit of volunteerism that offers the opportunity for partnerships.
- There exist many external funding opportunities – federal, state, and foundations.
- Utilize City contracting process to improve opportunities for older and disabled Cincinnatians.

### **Challenges:**

- One of the fastest growing population groups in the City are aged 65 and older.
- Lack of data regarding persons with disabilities.
- Potential Federal spending reductions.
- State of Ohio’s budgetary problems.
- The problems of these communities can be complex and require multifaceted solutions.
- Not enough training/educational opportunities to allow older persons to remain in the workforce and inhibiting persons with disability from achieving full potential.
- Lack of understanding from potential employers regarding benefits of utilizing these two population groups.
- Lack of affordable, reliable transportation options.
- Lack of affordable, accessible housing.

## **GOALS, STRATEGIES, MEASURES**

**Goal 1:** The Chief Advocacy Officer for Aging and Accessibility (CAOAA) will be the point person in City government on these issues for internal and external stakeholders.

### **Strategies:**

- Ensure all City Departments are fully ADA compliant.
- Review all new and revamped City programs to ensure that the needs of older and disabled citizens are considered from the beginning.
- Provide City departments with training and education on best practices and scholarly thinking in the fields of gerontology and persons with disability.
- Serve as liaison to other governmental and quasi-governmental bodies to encourage adoption of policies and programs designed to improve the lives of our aging and disabled citizens.
- Coordinate the work in these fields across City departments.
- Utilize technology to make it easier for citizens to report concerns and for the City to address those concerns while developing performance analytics to inform policy.
- Ensure citizens have access to information on programs and services provided by the City and other organizations throughout the community.
- Provide advice regarding federal and state programs that impact aging and accessibility and how the City's voice could be used to improve those programs.

### **Measures:**

- Percent change of programs reviewed by CAOAA.
- Percent change of facilities, programs, and services provided by the City that are fully ADA compliant.
- Number of educational programs provided, number of attendees.
- Number of Cincinnati Metropolitan Housing Authority, Southwest Ohio Regional Transportation Authority meetings attended.
- Number of ADA complaints processed.
- Percentage of citizens utilizing apps and other technology to access information and services.
- Percentage of citizens and organizations reaching out to CAOAA for information.
- Number of people using the Fix It Cincy! app to report accessibility issues.
- Number of people using EZ Parking app to locate accessible parking.
- Frequency of communication to Council.
- Frequency of communication to Citizens through high tech (social media) and low tech (distributable with phone numbers) mechanisms.

## **Goal 2: Serve as the point person for the Livable Community program.**

### **Strategies**

- Create an Advisory Group to ensure community involvement in the program.
- Ask Council to review program, build support.
- Work with the Office of the Mayor to craft the letter required to officially begin the program.
- Work with the Advisory Group and other stakeholders to create a community survey.
- Seek resources to conduct the survey and to analyze the data.
- Begin the planning process complete with timelines, lines of responsibility and authority utilizing Cincinnati's neighborhood structure.
- Hold 50+ Cincy Celebration: Living Well.
- Hold similar event for persons with disabilities.
- Explore funding sources for the pilot community paramedicine program, ensure program is up and running.
- Hold bi-annual roundtables on topics of Livable Communities.

### **Measures**

- Livable Communities approved by Council, letter signed by Mayor, survey underway.
- Number of participants, vendors, sponsors for events.
- Funding sources identified, units created, number of citizens in program.
- Roundtables held.

## **Goal 3: Develop increased capacity.**

### **Strategies:**

- Hire an intern.
- Identify grants and other potential funding sources.
- Engage the community/build partnerships.
- Grow events' funding.
- Create a volunteer corps.

### **Measures**

- Intern hired.
- Identify four grant opportunities per year.
- Create advisory groups for Livable Communities, 50+ Cincy Celebration: Living Well, event for persons with disability.
- Increasing number of vendors and sponsorships for events.
- Number of volunteers.

## ACTION PLAN

**Goal 1: The Chief Advocacy Officer for Aging and Accessibility (CAOAA) will be the point person in City government on these issues for internal and external stakeholders.**

Strategy	Actions	Staff Responsible	Due Date
Ensure all City Departments are fully ADA compliant.	Add ADA requirements to Performance Measures of Department Directors.	Jon Lawniczak Leigh Tami Department Directors	9/30/17
Review all new and revised City programs to ensure that the needs of older and disabled citizens are considered from the beginning.	Add requirement to approval process.	Jon Lawniczak	On-going
Provide City departments with training and education on best practices and scholarly thinking in the fields of gerontology and persons with disability.	Coordinate with Human Resources to determine what training would best serve the City. Example: informing managers how to best train and supervise an aging workforce.	Jon Lawniczak Human Resources	First program in spring 2018
Serve as liaison to other governmental and quasi-governmental bodies to encourage adoption of policies and programs designed to improve the lives of our aging and disabled citizens.	Attend CMHA and SORTA boards/advisory committee meetings.	Jon Lawniczak	On-going
Coordinate the work in these fields across City departments.	Bring together Department Directors to ensure the best use of resources across programs.	Jon Lawniczak Department Directors	On-going
Utilize technology to make it easier for citizens to report concerns and for the City to address those concerns while developing performance analytics to inform policy.	Add “Accessibility” component to Fix It Cincy! app. Add ability for finding accessible parking to EZ Parking app. Work with Office of Performance and Data Analytics to determine best data to capture.	Jon Lawniczak CAGIS  Dan Fortinberry  Leigh Tami	9/30/17  9/30/17  10/31/17

Strategy	Actions	Staff Responsible	Due Date
Ensure citizens have access to information on programs and services provided by the City and other organizations throughout the community.	Develop “resources” page on City website, other social media. Partner with community organizations to craft a social media campaign. Hold 50+ Cincy Celebration: Living Well! Create a bi-annual newsletter	Jon Lawniczak Casey Weldon  Community Organizations  Team as needed  Team as needed	10/31/17  3/31/18  Annually (May) First edition fall/winter 2017

## Goal 2: Serve as the point person for the Livable Community program.

Strategy	Actions	Staff Responsible	Due Date
Create an Advisory Group to ensure community involvement in the program.	Create Advisory Group.	Jon Lawniczak	11/30/17
Ask Council to review program, build support.	Education and Entrepreneurship Committee hold hearing, craft resolution.	Councilmember Sittenfeld Elida Kamine	12/31/17
Work with the Office of the Mayor to craft the letter required to officially begin the program.	Draft letter.	Jon Lawniczak Advisory Group Mayor's Office	1/15/18
Develop resources for survey.	Identify resources for crafting, conducting, and analyzing survey.	Jon Lawniczak Advisory Group Leigh Tami	3/31/18
Work with the Advisory Group and other stakeholders to craft a community survey.	Craft survey.	Jon Lawniczak AARP Advisory Group Leigh Tami	7/31/18
Conduct survey.	Conduct survey.	Survey organization	10/31/18
Analyze data.	Analyze survey data.	Survey organization Leigh Tami	12/31/18

Strategy	Actions	Staff Responsible	Due Date
Planning.	Develop plan.	Jon Lawniczak City Manager's Office Councilmembers Advisory Group Community organizations Other Stakeholders	12/31/19
Implement Plan.	Implementation.	Jon Lawniczak Others depending on requirements	1/1/20 thru 12/31/23
50+ Cincy Celebration: Living Well!	Hold 50+ Cincy Celebration: Living Well!	Jon Lawniczak Advisory Group Others as needed	Annually in May
Event for persons with disabilities.	Hold Event.	Jon Lawniczak Advisory Group Others as needed	Annually
Topical Roundtables on Livable Communities modalities.	Hold a biannual Roundtable on a topic within the Livable Communities program.	Jon Lawniczak Office of the City Manager	Initial Roundtable held by 12/31/17, biannually afterwards.

### Goal 3: Develop increased capacity.

Strategy	Actions	Staff Responsible	Due Date
Hire intern.	Hire intern.	Jon Lawniczak	8/31/17 then on-going
Identify grants and other potential funding sources.	Identify four funding opportunities per year. Apply for funding.	Jon Lawniczak	On-going
Grow events funding.	Increase vendors and sponsorships for events.	Jon Lawniczak	At time of event.
Create Volunteer Corps	Enlist volunteers	Jon Lawniczak	On-going

## APPENDIX I - AGING POPULATION IN CINCINNATI AND OHIO

The purpose in including this data is to establish a baseline and to demonstrate where Cincinnati is like Ohio and where it is different. These figures are a snap-shot, they do not show changes over time. While older adults in Cincinnati make up a smaller proportion of the population than in Ohio it is well established that older adults are the fastest growing population and we can anticipate their percentage of the population in Cincinnati will continue to grow.

There are significant differences in the older population in Cincinnati than that in Ohio. Given the diversity of the City, African Americans make up a much higher percentage of older adults in Cincinnati than throughout Ohio. Cincinnati's aging population is also much more likely to be low-income, less educated, and to be living alone than in Ohio.

While these numbers are important, they are here just to establish a baseline. These figures will shift dramatically based upon neighborhood and, as such, the needs within neighborhoods will be significantly different, demonstrating the critical importance of the community-wide survey that precedes the planning process of the AARP-designated Livable Community program.

Characteristics	Number in Cincinnati	% of Cincinnati Older Adults	Number in Ohio	% of Ohio older adults
Total adults age 65+	33,767	11.4%	1,747,281	15.1%
Men	13,743	40.7%	751,331	43.0%
Women	20,024	59.3%	995,950	57.0%
White	19,990	59.2%	1,562,069	89.4%
Black or African American	13,000	38.5%	150,226	8.6%
Other racial/ethnic identity	777	2.3%	34,946	2.0%
Below 150% of poverty level in the last 12 months	9,657	28.6%	321,500	18.4%
Employed	6,146	18.2%	279,565	16.0%
Veteran	6,281	18.6%	380,907	21.8%
Disability	12,933	38.3%	616,790	35.3%
Less than a high school diploma	7,496	22.2%	311,016	17.8%
High school graduate	9,522	28.2%	730,363	41.8%
Some college/graduate	13,338	39.5%	705,902	40.4%
Live in a family household	12,663	37.5%	906,839	51.9%
Living alone	20,125	59.6%	802,002	45.9%
Live in nonfamily household	979	2.9%	38,440	2.2%
Responsible for grandchild(ren)	236	0.7%	1,747	1.0%

Data are from the 2011-2015 American Community Survey 5-year estimates.

## APPENDIX II – DISABLED POPULATION IN CINCINNATI AND OHIO

As with the older population, there are some significant differences between the disabled population in Cincinnati and in Ohio. African Americans make up a much larger percentage of persons with disabilities in Cincinnati than in Ohio and a much larger percentage are low-income. Not surprising, given the challenges persons with disabilities face, only a small percentage are employed even though a large number has attended college.

Again, these figures are here simply to establish a baseline, they will shift dramatically by neighborhood, demonstrating the critical importance of the community-wide survey that precedes the planning process of the AARP-designated Livable Community program.

Characteristics	Number in Cincinnati	% of disabled population	Number in Ohio	% of disabled population
Total persons with disability, civilian, noninstitutionalized	41,909	14.3%	1,550,962	13.6%
Men	19,177	45.8%	743,440	47.9%
Women	22,732	54.2%	807,522	52.0%
White	18,942	45.2%	1,275,138	82.2%
Black or African American	21,279	50.8%	213,885	13.8%
Other racial/ethnic identity	1,688	4.0%	43,939	2.8%
Below 150% of poverty level in the last 12 months	21,056	50.2%	529,965	34.2%
Employed (age 16+)	8,346	19.9%	325,363	20.1%
Less than a high school diploma (age 25+)	9,556	26.7%	302,309	22.4%
High school graduate (age 25+)	11,703	32.7%	554,684	41.1%
Some college/graduate (age 25+)	14,531	40.6%	492,602	36.5%

Selected Economic Characteristics for the Civilian Noninstitutionalized Population by Disability Status, ACS 2015 5-year estimates